

# KING COUNTY Strategic Plan

Working Together  
for One King County

2010-2014

Performance Measures  
Appendix



**King County**

**EXECUTIVE DRAFT:**  
March 4, 2010

## Justice & Safety

Support safe communities and accessible justice systems for all.

Objectives for JS1	Strategies	Strategic Targets
<b>Keep people safe in their homes and communities</b> <ul style="list-style-type: none"> <li>Percent of residents who feel safe in their community (day, night), by geography, income, race</li> <li>Traffic, pedestrian, and cyclist fatality and collision rates on county roads</li> </ul>	JS 1.a Maintain a proactive law enforcement presence in unincorporated communities and cities with whom we contract	<ul style="list-style-type: none"> <li>Response time of Sheriff department</li> <li>Percent residents satisfied or very satisfied: overall sheriff protection</li> <li>Percent of residents satisfied or very satisfied: law enforcement proactively solving problems, by geography, income</li> </ul>
	JS 1.b Maintain safe and secure county-owned infrastructure, including roads, bridges, buses, transit facilities, parks and buildings such as courts	<ul style="list-style-type: none"> <li>Reduction in high accident roadways and high accident locations</li> <li>Bus accident rate</li> <li>Transit passenger perception of safety</li> <li>Number of reported assaults and disturbances on buses</li> </ul>
	JS 1.c Provide programs and support for individuals exposed to violence	<ul style="list-style-type: none"> <li>Percent of sexual assault victims who increase their ability to understand and cope with trauma</li> <li>Percent of domestic violence victims completing a safety assessment and developing appropriate individualized safety plans</li> </ul>
	JS 1.d Provide rapid emergency response	<ul style="list-style-type: none"> <li>Percent of hours 911 calls answered within standard</li> <li>EMS Response time</li> </ul>
	JS 1.e Collaborate with local jurisdictions to define and provide regional law, safety and justice services	
	JS 1.f Enforce building and land-use codes in unincorporated areas	<ul style="list-style-type: none"> <li>High risk code enforcement complaints responded to within 24 hours</li> <li>Fire fatalities in annually fire-inspected multi-family and commercial structures</li> </ul>



## Justice & Safety (continued)

Support safe communities and accessible justice systems for all.

Objectives for JS2	Strategies	Strategic Targets
<b>Ensure fair and accessible justice systems</b> <ul style="list-style-type: none"> <li>Percent of residents who are satisfied or very satisfied with access to and fairness of county court system, by geography, income, race</li> </ul>	JS 2.a Eliminate barriers to court access	<ul style="list-style-type: none"> <li>Number of clients served by Superior Court Family Law Facilitator</li> <li>Number of client contacts with Superior Court Office of Interpreter Services</li> </ul>
	JS 2.b Prosecute accused individuals fairly and efficiently	<ul style="list-style-type: none"> <li>Clearance Rate</li> <li>Time to disposition</li> <li>Age of active pending caseload</li> </ul>
	JS 2.c Manage and resolve court cases in a timely manner	
	JS 2.d Ensure the availability of public defenders to those who need them	<ul style="list-style-type: none"> <li>Number of days between notification of Office of Public Defense of in-custody felony case filing and assignment to an attorney</li> <li>Timely contact of defendant by attorney within one business day (in custody) or five business days (out of custody) from the time the case has been assigned</li> </ul>
	JS 2.e Provide therapeutic courts, such as mental health and drug courts	<ul style="list-style-type: none"> <li>Percentage of participants successfully completing each of the court's three therapeutic court programs (Adult Drug Court, Juvenile Drug Court, Family Treatment Court)</li> </ul>

## Justice & Safety (continued)

Support safe communities and accessible justice systems for all.

Objectives for JS3	Strategies	Strategic Targets
<b>Ensure offending individuals are detained or sanctioned</b> <ul style="list-style-type: none"> <li>• Custody rates, adult and juvenile, by race/ethnicity</li> <li>• Recidivism rate, adult and juvenile, by race/ethnicity</li> </ul>	JS 3.a Maintain adequate levels of secure detention for violent and repeat offenders	<ul style="list-style-type: none"> <li>• Average daily inmate population in secure detention</li> </ul>
	JS 3.b Operate secure and humane detention facilities that comply with legal and regulatory requirements	<ul style="list-style-type: none"> <li>• King County Correction Facility and Maleng Regional Justice Center jails and Juvenile Detention operated in full legal and regulatory compliance.</li> <li>• Sustained allegations of staff sexual misconduct per 10,000 inmate days</li> <li>• Number of inmate-to-inmate assaults (including sexual assault) per 10,000 inmate days</li> </ul>
	JS 3.c Provide a continuum of jail diversion programs, such as education and treatment	<ul style="list-style-type: none"> <li>• Reduced incarcerations for persons with mental illness or co-occurring disorders who are receiving services</li> <li>• Number of youth involved with juvenile justice who decrease their number of juvenile court referrals or detention admissions</li> <li>• Number of juveniles participating in truancy/attendance workshops.</li> <li>• Mental health and drug court graduation rates</li> <li>• Number of sheriff's deputies participating in crisis intervention training</li> </ul>
	JS 3.d Provide alternatives to secure detention to appropriate offenders	<ul style="list-style-type: none"> <li>• Reduce jail days for veterans</li> <li>• Percent of individuals enrolled in mental health or combined mental health/substance abuse treatment who receive a service within seven days of jail release</li> <li>• Re-arrest rate for all Community Center for Alternatives Programs participants who successfully complete their program.</li> <li>• Percentage of youth involved with the King County juvenile justice system that subsequent to intervention had a reduced rate of juvenile court filings</li> <li>• Percentage decrease of juvenile crimes involving a weapon</li> <li>• Percentage of adult recipients of mental health and co-occurring disorder services who have reduced incarcerations in the year after service starts.</li> </ul>

## Justice & Safety (continued)

Support safe communities and accessible justice systems for all.

Objectives for JS4	Strategies	Strategic Targets
<b>Decrease damage or harm in the event of a regional crisis</b>	JS 4.a Undertake regional emergency planning and preparedness activities, including education and coordination	<ul style="list-style-type: none"> <li>• National Flood Insurance Program Community Rating System Score</li> <li>• Public awareness of “3 Days, 3 Ways” multi-media campaign</li> </ul>
	JS 4.b Coordinate and provide direct response to crises such as communicable disease outbreaks, floods, earthquakes, severe weather events, and homeland security threats	<ul style="list-style-type: none"> <li>• Incidence of communicable diseases</li> <li>• Critical emergency task performance during activations and exercises</li> </ul>

## Health & Human Potential

Promote opportunities for all communities and individuals to realize their full potential.

Objectives for HHP1	Strategies	Strategic Targets
<b>Increase the number of healthy years that residents live</b> <ul style="list-style-type: none"> <li>Average number of healthy years lived, by race/ethnicity, income, geography</li> <li>Mortality rate by race/ethnicity, income, geography</li> </ul>	HHP1.a Initiate, implement and coordinate programs that prevent the leading causes of poor health and premature death, including injuries and violence	<ul style="list-style-type: none"> <li>Percent of adults getting recommended exercise (indicator)</li> <li>Tobacco retailer compliance rate</li> <li>Restaurant compliance with trans fat bans and menu labeling requirements</li> </ul>
	HHP1.b Ensure access to affordable, appropriate and quality physical and behavioral health services	<ul style="list-style-type: none"> <li>Percent of adults and children without insurance</li> <li>Percent of Public Health clinic clients with insurance</li> <li>Percent of uninsured who are seen in the health care safety net</li> <li>Veterans with reduced symptoms of post traumatic stress disorder</li> <li>Persons receiving outpatient mental health services who have maintained or improved their level of functioning</li> <li>Persons completing outpatient chemical dependency treatment</li> </ul>
	HHP1.c Provide education that promotes individual health	<ul style="list-style-type: none"> <li>Resident calls to Washington State tobacco quit line</li> <li>Adults that have been tested for HIV/TB</li> <li>Residents receiving breast, cervical, and colorectal cancer screening</li> </ul>
	HHP1.d Implement policies and interventions to reduce health disparities	

## Health & Human Potential (continued)

Promote opportunities for all communities and individuals to realize their full potential.

Objectives for HHP2	Strategies	Strategic Targets
<b>Protect the health of communities</b> <ul style="list-style-type: none"> <li>• Mortality rate by race/ethnicity, income, geography</li> </ul>	HHP2.a Ensure the safety of food, air, and water	<ul style="list-style-type: none"> <li>• Percent of food establishments meeting safety standards</li> </ul>
	HHP2.b Make healthy choices easy choices through policy, system, and environment changes	<ul style="list-style-type: none"> <li>• Percent of King County residents making healthy choices (based on CDC's Behavioral Risk Factor Surveillance System)</li> </ul>
	HHP2.c Monitor and improve environmental quality and reducing exposure to hazardous materials	

Objectives for HHP3	Strategies	Strategic Targets
<b>Support the optimal growth and development of children and youth</b> <ul style="list-style-type: none"> <li>• Percent of students who meet physical activity recommendations</li> <li>• Child and youth vaccination rates</li> <li>• Percent of children adequately prepared for school, by race, geography, income</li> <li>• High School graduation rates, by race, geography, income</li> </ul>	HHP3.a Support prevention and early intervention programs for children and youth most at-risk	<ul style="list-style-type: none"> <li>• Percent of youth that acquire new employment preparation skills, advance educationally or secure employment by completion of Youth Employment Program</li> <li>• Percent of youth served in youth development programs who report an increase in protective factors or a reduction in risk factors</li> <li>• Access rate for early intervention child development services</li> </ul>
	HHP3.b Build partnerships with local and regional education systems to enhance their programs	
	HHP3.c Provide or contract for behavioral health and human services designed to meet the unique developmental needs of children and youth	<ul style="list-style-type: none"> <li>• Percent of youth served in youth development programs who report an increase in protective factors or a reduction in risk factors</li> <li>• Percent of youth who achieve one or more goals in their case management plan</li> </ul>

## Health & Human Potential (continued)

Promote opportunities for all communities and individuals to realize their full potential.

Objectives for HHP4	Strategies	Strategic Targets
<b>Ensure a network of integrated and effective health and human services is available to people in need</b> <ul style="list-style-type: none"> <li>• Mortality rate by race, income, geography</li> <li>• Adults with unmet medical needs by race, income, geography</li> <li>• Adults without health insurance by race, income, geography</li> </ul>	HHP4.a Facilitate access to programs that reduce or prevent involvement in the criminal justice, crisis mental health and emergency medical systems, and promote stability for individuals currently involved in those systems	<ul style="list-style-type: none"> <li>• Number of homeless persons served in out-patient mental health services</li> <li>• Percent of adult mental health recipients who have reduced incarcerations in the year after service starts</li> </ul>
	HHP4.b Support partnerships to deliver integrated and effective services to people in need	<ul style="list-style-type: none"> <li>• Number of people in need served by transit partnerships (ACCESS, Job Access Reverse Commute)</li> </ul>
	HHP4.c Join with local and regional partners to prevent and reduce homelessness for families and individuals	<ul style="list-style-type: none"> <li>• Number of people who are homeless in King County</li> <li>• Percent of clients that progress to transitional or permanent housing</li> <li>• Mental health clients who transition to community housing</li> <li>• Reduction in the number of people who are unsheltered or in the shelter system (as compared to the same geographic area a year ago)</li> <li>• Households who remain in their housing after receiving homeless prevention assistance</li> <li>• Dedicated homeless housing units secured (system-wide)</li> </ul>



## Economic Growth and Built Environment

Encourage a growing and diverse King County economy and vibrant, thriving, and sustainable communities

Objectives for EGBE1	Strategies	Strategic Targets
<b>Support a strong, diverse, and sustainable economy</b> <ul style="list-style-type: none"> <li>• Percent of jobs paying a living wage, by household type</li> <li>• Employment and wages, by sector</li> <li>• Change in employment and wages, by industry cluster</li> <li>• High school graduation rate, by race, income, geography</li> </ul>	EGBE 1.a Promote regional economic development through partnerships with regional organizations, other jurisdictions, and the private sector	<ul style="list-style-type: none"> <li>• Number of jobs and wages, by industry cluster</li> </ul>
	EGBE 1.b Support workforce development programs for adults and youth	<ul style="list-style-type: none"> <li>• Per capita personal income, by race/ethnicity</li> <li>• Median household income, by race/ethnicity, geography</li> </ul>
	EGBE 1.c Create contracting opportunities for small, local, and disadvantaged businesses	<ul style="list-style-type: none"> <li>• Percent and dollars in King County contracts going to small businesses</li> </ul>
	EGBE 1.d Maintain infrastructure that facilitates the efficient movement of freight and goods to promote trade across the region	<ul style="list-style-type: none"> <li>• Tons of cargo moved through the King County International Airport</li> <li>• Travel time on freight corridors</li> </ul>
	EGBE 1.e Promote a quality of life that attracts a talented workforce and businesses to the region	<ul style="list-style-type: none"> <li>• Residents' perception of “King County as a place to live”</li> <li>• Resident's perception of “King County as a place to work”</li> <li>• Residents' perception of “overall quality of life”</li> </ul>

## Economic Growth and Built Environment (continued)

Encourage a growing and diverse King County economy and vibrant, thriving, and sustainable communities

Objectives for EGBE2	Strategies	Strategic Targets
<b>Meet the growing need for transportation services and facilities throughout the county</b> <ul style="list-style-type: none"> <li>• Mode split by race, income, geography</li> <li>• Travel time on major routes/peak hour commute times</li> <li>• Public perception of transportation services</li> <li>• Average commute time by race, income, geography</li> </ul>	EGBE 2.a Focus transportation resources to support density and growth	<ul style="list-style-type: none"> <li>• Average commute time, by geography</li> <li>• Percent of arterial mileage meeting concurrency standards, by travel shed</li> <li>• Transit boardings per platform hour (“productivity”)</li> <li>• Transit service hours relative to development density</li> </ul>
	EGBE 2.b Coordinate and develop services for an integrated and seamless regional transportation system	<ul style="list-style-type: none"> <li>• Average commute time/travel time</li> <li>• Interconnectedness of routes</li> <li>• Number of traffic cameras on-line</li> <li>• Inter-system transfers (from ORCA data)</li> </ul>
	EGBE 2.c Meet the transit needs of low-income and other under-served populations	<ul style="list-style-type: none"> <li>• Americans with Disabilities Act curb ramps constructed</li> <li>• Percent of low-income communities with immediate access to transit</li> <li>• Number of people in need served by transit partnerships (ACCESS, Job Access Reverse Commute )</li> </ul>
	EGBE 2.d Enhance bicycle and pedestrian infrastructure as alternative transportation options	<ul style="list-style-type: none"> <li>• Percent of households within one mile of a connected regional trail</li> <li>• Percent who walk or bike to work</li> <li>• Percent of Regional Trail Network build-out strategy achieved</li> </ul>

## Economic Growth and Built Environment (continued)

Encourage a growing and diverse King County economy and vibrant, thriving, and sustainable communities

Objectives for EGBE3	Strategies	Strategic Targets
<b>Shape a built environment that allows communities to flourish</b> <ul style="list-style-type: none"> <li>• Perception of neighborhood satisfaction, by race/ethnicity, income, geography</li> <li>• Number of existing housing units (type and affordability), by geography</li> <li>• Percent of population paying more than 30% income on housing by race, income, geography</li> </ul>	EGBE 3.a Partner with the public and private sectors to ensure the availability of a wide range of decent housing resources and supportive services	<ul style="list-style-type: none"> <li>• Dedicated homeless housing units secured system-wide</li> <li>• Number of low-income housing units funded</li> <li>• Clients exiting emergency shelter or transitional housing who move to more stable housing (transitional or permanent)</li> <li>• Number of workforce housing units built by Transit-Oriented Development program</li> </ul>
	EGBE 3.b Acquire and maintain regional parks, trails, and open space	<ul style="list-style-type: none"> <li>• Acres of parks and open space</li> <li>• Miles of trails</li> </ul>
	EGBE 3.c Support community infrastructure and land-use planning that is responsive to community needs and promotes access to businesses, services, and schools	<ul style="list-style-type: none"> <li>• Walkability score (average and by community) showing ability to walk to work, services, and recreation</li> <li>• Percent who walk, bike, take transit</li> <li>• Pavement condition scores</li> <li>• Bridge condition ratings</li> <li>• Percent of bridges without load restrictions</li> <li>• Annual transit and ferry passenger boardings</li> <li>• Travel time on major routes/ peak hour commute times</li> </ul>

## Economic Growth and Built Environment (continued)

Encourage a growing and diverse King County economy and vibrant, thriving, and sustainable communities

Objectives for EGBE4	Strategies	Strategic Targets
<b>Preserve the unique character of our rural communities</b> <ul style="list-style-type: none"> <li>• Satisfaction with living in the rural area</li> <li>• Density in rural area</li> <li>• Percent of land area in farm/forest</li> </ul>	EGBE 4.a Manage growth to limit urban sprawl	<ul style="list-style-type: none"> <li>• Number of housing permits in rural area and in rural cities over target</li> <li>• Maintenance of Urban Growth Area boundary</li> </ul>
	EGBE 4.b Encourage stewardship of rural landscapes including agricultural and forestry land	<ul style="list-style-type: none"> <li>• Number, size, and production levels of farms</li> <li>• Percent county land area in farmland</li> <li>• Percent of county land area in Forest Protection District and or Rural Forest Focus Areas</li> <li>• Number and percent of rural acres in Stewardship and Incentive Programs</li> <li>• Number and percent of rural acres in Permanent Conservation Status</li> </ul>
	EGBE 4.c Promote policies and programs that sustain rural lifestyles	<ul style="list-style-type: none"> <li>• Number of agricultural acres in Farmland Preservation Program</li> </ul>
	EGBE 4.d Support rural economic development that maintains the character of the rural area	<ul style="list-style-type: none"> <li>• Acres acquired by Transfer of Development Rights</li> </ul>

## Environmental Sustainability

Safeguard and enhance King County’s natural resources and environment.

Objectives for ES1	Strategies	Strategic Targets
<b>Protect and restore biodiversity, open space, and ecosystems</b> <ul style="list-style-type: none"> <li>Land cover in King County, urban and rural areas</li> <li>Acres of open space, rural and urban</li> <li>Annual Chinook Salmon escapement</li> </ul>	ES 1.a Focus development within the Urban Growth Area	<ul style="list-style-type: none"> <li>Percent of residential development in rural and urban areas</li> <li>Ratio of land consumption to population growth</li> <li>Rural and suburban stream water quality</li> </ul>
	ES 1.b Use a combination of incentives, technical assistance and regulation to promote desirable environmental practices by individuals and businesses	<ul style="list-style-type: none"> <li>Privately-owned rural acres with stewardship plans or enrolled in incentive programs</li> <li>Rural acres (public and private) in permanent conservation status</li> <li>Environmental behavior index</li> <li>Percent of residents that participate in desired household behaviors</li> <li>Business sites compliant with water quality standards</li> </ul>
	ES 1.c Support maintenance and acquisition of open space and natural areas	<ul style="list-style-type: none"> <li>Acres of open space</li> <li>Acres of priority conservation areas acquired (as defined by Greenprint database)</li> </ul>
	ES 1.d Reduce, safely dispose of, and create resources from wastewater and solid waste	<ul style="list-style-type: none"> <li>Wastewater resource recovery (reclaimed water, biogas, biosolids)</li> <li>Wastewater permit and facility compliance</li> <li>Percent of solid waste facility inspections meeting or exceeding regulatory requirements</li> <li>Amount of waste reduced (in terms of disposal) within King County solid waste service area (single family residences)</li> <li>Percent of solid waste diverted from landfill (recycled) in King County solid waste service area (single family residences)</li> </ul>

**ES1 continued on next page**



## Environmental Sustainability (continued)

Safeguard and enhance King County’s natural resources and environment.

Objectives for ES1 (continued)	Strategies	Strategic Targets
<b>Protect and restore biodiversity, open space, and ecosystems</b> <ul style="list-style-type: none"> <li>• Land cover in King County, urban and rural areas</li> <li>• Acres of open space, rural and urban</li> <li>• Annual Chinook Salmon escapement</li> </ul>	ES 1.e Protect water quality	<ul style="list-style-type: none"> <li>• Stream water quality index</li> <li>• Phosphorus in large and small lakes</li> <li>• Marine water quality index</li> <li>• Stormwater permit compliance</li> <li>• Number of culverts replaced with fish passable designs</li> <li>• Acres of wetlands created or restored</li> <li>• Stormwater facilities compliant with standards</li> <li>• Business sites compliant with water quality standards</li> <li>• Effectiveness of Low Impact Development best management practices</li> </ul>
	ES 1.f Collaborate to restore Puget Sound and protect vulnerable, threatened, and endangered species	<ul style="list-style-type: none"> <li>• Stream miles opened for fish passage by culvert replacement</li> <li>• Percent of Chinook salmon recovery plans implemented</li> </ul>
	ES 1.g Collaborate with local governments, home and business owners and community groups to control pollution at its source	<ul style="list-style-type: none"> <li>• Percent of business sites compliant with water quality standards</li> <li>• Percent of stormwater facilities compliant with water quality standards</li> <li>• Improvement of environmental behaviors of residents, as measured by Environmental Behavior Index</li> </ul>
	ES 1.h Encourage the use of low-impact development practices	<ul style="list-style-type: none"> <li>• Percent of low-impact development best management practices performing effectively in King County Stormwater Service Area</li> </ul>

ES1 continued from previous page

## Environmental Sustainability (continued)

Safeguard and enhance King County’s natural resources and environment.

Objectives for ES2	Strategies	Strategic Targets
<b>Encourage sustainable agriculture and forestry</b> <ul style="list-style-type: none"> <li>Acres of farmland within and outside of the Agricultural Production District</li> <li>Acres of forest land in the Forest Production District and Rural Forest Focus Areas</li> </ul>	ES 2.a Utilize landowner incentives to keep land in agricultural and forestry use	<ul style="list-style-type: none"> <li>Acres of farm/ forest land reserved through Transfers of Development Rights</li> <li>Number and percent of agricultural acres in Farmland Preservation Program</li> </ul>
	ES 2.b Support farm and forestry practices to minimize environmental impacts	<ul style="list-style-type: none"> <li>Number and percent of privately-owned rural acres with stewardship plans or enrolled in incentive programs.</li> </ul>

Objectives for ES3	Strategies	Strategic Targets
<b>Reduce climate pollution and prepare for the effects of climate change on the environment, human health, and the economy</b> <ul style="list-style-type: none"> <li>Greenhouse gas emissions and sources in King County</li> <li>Levels of the six criteria air pollutants in King County</li> <li>Days per year in each air quality category</li> </ul>	ES 3.a Promote collaborative efforts among local governments to address climate change	<ul style="list-style-type: none"> <li>Reduction of Greenhouse gas emissions throughout the region through regional collaboration</li> </ul>
	ES 3.b Advocate for and participate in the development of federal, state, and regional climate response strategies	
	ES 3.c Adapt to the impacts of climate change on natural systems, human health, and infrastructure	<ul style="list-style-type: none"> <li>Percent of capital projects considering climate adaption in their design</li> </ul>
	ES 3.d Advance policies and programs that simultaneously reduce climate pollution and improve health	<ul style="list-style-type: none"> <li>King County particulate emissions</li> <li>Miles of bike paths and sidewalks installed</li> </ul>

## Environmental Sustainability (continued)

Safeguard and enhance King County’s natural resources and environment.

Objectives for ES4	Strategies	Strategic Targets
<b>Minimize King County’s operational environmental footprint</b>	ES 4.a Incorporate sustainable development practices into the design, construction and operation of county facilities and county-funded projects	<ul style="list-style-type: none"> <li>• Leadership in Energy and Environmental Design (LEED) certification on new eligible county-built and financed building projects</li> <li>• Percentage of carbon reduced by using green construction materials</li> <li>• Percent of non-LEED eligible capital projects that utilize the Sustainable Infrastructure scorecard</li> <li>• Degree that Executive Order energy use reduction targets are achieved.</li> </ul>
	ES 4.b Provide environmentally responsible services, including transportation and fleet operations	<ul style="list-style-type: none"> <li>• Energy use reductions by Metro bus fleet</li> <li>• Replacement of conventional buses and fleet vehicles with alternative fueled vehicles</li> <li>• Percentage of county fleet powered by alternative energy</li> </ul>
	ES 4.c Encourage King County employees to reduce their environmental impact	<ul style="list-style-type: none"> <li>• Percent of county employees commuting to work by means other than single occupancy vehicle</li> <li>• Percent of eligible county employees participating in alternative work schedules/telecommuting</li> <li>• Commute trip reduction</li> </ul>

## Service Excellence

Establish a culture of customer service and deliver services that are responsive to community needs.

Objectives for SE1	Strategies
<b>Improve our customers' satisfaction with King County</b> <ul style="list-style-type: none"> <li>Community Survey index related to perception of employees as courteous and helpful problem-solvers</li> </ul>	SE 1.a Make customer service a primary focus for all county employees
	SE 1.b Gather customer feedback regarding service delivery and report results as part of the county's performance management system
	SE 1.c Improve local service delivery

Objectives for SE2	Strategies
<b>Build a culture of performance and improve the effectiveness and efficiency of county programs, services, and systems</b> <ul style="list-style-type: none"> <li>Employee Survey index related to improvement, customer service, agency goals and performance measures</li> <li>Community survey: overall satisfaction with county services</li> <li>Community survey: overall value for taxes/fees</li> <li>Community survey: satisfaction of services rated as most important</li> </ul>	SE 2.a Implement a unified management system for county operations including budgeting, performance management, service delivery, and strategic planning
	SE 2.b Adopt new technologies and processes that allow county agencies to work more effectively and efficiently
	SE 2.c Establish accountability at every level of service delivery
	SE 2.d Provide cost effective, accountable, and responsive internal services

## Service Excellence (continued)

Establish a culture of customer service and deliver services that are responsive to community needs.

Objectives for SE3	Strategies
<b>Foster an ethic of working together for One King County</b> <ul style="list-style-type: none"> <li>Employee survey: departments and agencies are working together to achieve common goals</li> </ul>	SE 3.a Engage in partnerships to solve problems, expand services, and inform decision-making
	SE 3.b Define King County’s role in regional issues as a leader, equal partner, participant, or facilitator
	SE 3.c Actively participate in and strengthen regional organizations and policy bodies
	SE 3.d Strengthen King County’s collaborative role with cities and communities
	SE 3.e Improve collaboration internally, including among the county’s elected leadership, across departments, and with employees

Objectives for SE4	Strategies
<b>Increase access to King County services, personnel, and information</b> <ul style="list-style-type: none"> <li>Community survey: satisfaction with county website</li> <li>Community survey: ease of contact</li> </ul>	SE 4.a Provide information and services that are culturally and linguistically appropriate
	SE 4.b Create single points-of-contact for residents, clients, and other partners
	SE 4.c Create a Web site that is easy to navigate and provides needed services
	SE 4.d Consider fairness and opportunity for all in policy, budget, and decisions



## Financial Stewardship

Exercise sound financial management and build King County's long-term fiscal strength.

Objectives for FS1	Strategies
<b>Keep the county's cost of doing business down, including keeping growth in costs below the rate of inflation</b> <ul style="list-style-type: none"> <li>Discrepancy between revenues and expenditures at Proposed Status Quo Budget</li> <li>Percent of population annexed vs. annexable population</li> </ul>	FS 1.a Partner with the county's workforce to improve productivity and identify ways to contain the growth of future costs
	FS 1.b Work with cities to identify opportunities to provide services more efficiently, such as contracting
	FS 1.c Transition the governance and fiscal responsibility for local services in urban unincorporated areas to cities
	FS 1.d Pursue technologies that improve service while reducing the cost of delivery

Objectives for FS2	Strategies
<b>Plan for the long-term sustainability of county services</b> <ul style="list-style-type: none"> <li>Percent increase in reserves for liabilities and percent increase in rainy day fund</li> </ul>	FS 2.a Manage the county's assets and capital investments in a way that maximizes their productivity and value
	FS 2.b Develop and implement a long-term financial plan that reflects service levels desired by the public
	FS 2.c Establish policies regarding the use and long-term health of financial reserves, including the county's rainy day fund
	FS 2.d Advocate for a more diversified revenue base and implement financial policies that address variability in revenue growth
	FS 2.e Partner with cities to leverage state and federal resources
	FS 2.f Assess county taxes through fair and equitable application of tax law
	FS 2.g Encourage entrepreneurship, grant-seeking, and leveraging private sector talent and resources

## Financial Stewardship (continued)

Exercise sound financial management and build King County’s long-term fiscal strength.

Objectives for FS3	Strategies
<b>Provide the public with choices about which services King County delivers within existing resources and for which services they would like to provide additional funding</b>	FS 3.a Clearly define the services King County will provide, to whom, and at what level, focusing on quality, timeliness, and cost
	FS3.b Use public input, including voter approved levies when appropriate, to make decisions about which products, services, and projects are provided

## Public Engagement

Promote robust public engagement that informs, involves, and empowers people and communities.

Objectives for PE1	Strategies
<b>Expand opportunities to seek input, listen, and respond to residents</b> <ul style="list-style-type: none"> <li>Employee survey: county seeks feedback</li> <li>Community survey: residents can participate in county decisions</li> </ul>	PE 1.a Develop communication channels that will allow all residents ongoing opportunities to be heard and receive a timely and appropriate response
	PE 1.b Increase and improve the use of new technology and social media tools for citizen involvement
	PE 1.c Ensure that communication, outreach and engagement efforts reach all residents, particularly communities that have been historically under-represented
Objectives for PE2	Strategies
<b>Empower people to play an active role in shaping their future</b> <ul style="list-style-type: none"> <li>Community survey: county willingness to be influenced by residents</li> <li>Community survey: residents can improve county well-being</li> <li>Employee survey: customer input influences decisions</li> </ul>	PE 2.a Provide accurate, secure, and accessible elections
	PE 2.b Promote meaningful community participation in decisions that affect their community
Objectives for PE3	Strategies
<b>Improve public awareness of what King County does</b> <ul style="list-style-type: none"> <li>Community survey: percent of residents who answer "don't know" for opinion on overall quality of county services</li> </ul>	PE 3.a Develop guidelines and standards for public engagement and education for use by all county agencies
	PE 3.b Create a countywide plan to coordinate communication across different lines of business
	PE 3.c Use public outreach to better communicate who we are and what we do

## Quality Workforce

Develop and empower King County government’s most valuable asset, our employees.

Objectives for QW1	Strategies
<b>Attract and recruit a talented county workforce</b> <ul style="list-style-type: none"> <li>Employee survey: recommend county as a good place to work</li> </ul>	QW 1.a Promote King County as an employer of choice
	QW 1.b Promote the value of customer service excellence in hiring and recruiting activities
	QW 1.c Promote equity, social justice, and transparency in hiring and recruiting activities
	QW 1.e Reduce the time to fill positions
Objectives for QW2	Strategies
<b>Develop and retain quality employees</b> <ul style="list-style-type: none"> <li>Employee survey: job satisfaction</li> <li>Employee survey: employees treated with respect</li> <li>Employee survey: my work contributes to the success of county government</li> </ul>	QW 2.a Provide for career growth opportunities
	QW 2.b Promote the development of employees to ensure continuity of government services
	QW 2.c Build leadership and professional skills within our workforce
	QW 2.d Promote wellness and work/life balance initiatives, policies, and programs that contribute to an increase in healthy hours worked
	QW 2.e Implement training and development programs to help achieve county goals

## Quality Workforce (continued)

Develop and empower King County government's most valuable asset, our employees.

Objectives for QW3	Strategies
<b>Utilize employees in an efficient, effective, and productive manner</b> <ul style="list-style-type: none"> <li>Employee survey: understand expectations</li> <li>Employee survey: familiar with mission and goals</li> <li>Employee survey: receive needed info to do my job</li> <li>Employee survey: opportunity to make suggestions</li> <li>Employee survey: county is open to ideas for improvement</li> </ul>	QW 3.a Seek employee collaboration on cost reduction, service improvement, and problem-solving
	QW 3.b Enable employee health and safety
	QW 3.c Recognize employees for high-performance, good customer service, innovation, and strategic thinking
	QW 3.d Promote the use of technology to maximize productivity and efficiency
	QW 3.e Communicate decisions, important issues, goals, and expectations
	QW 3.f Ensure effective partnerships with our workforce, including timely resolution of bargaining and related issues
	QW 3.g Develop ongoing communication channels to solicit employee input and participation





**Alternative formats available.**

---

**Please call 206-263-9600 or TTY 711.**

Designed by KC DNRP Visual Communications & Web Unit  
File Name: 1003\_1182\_KCStratPlan5\_Measures.indd, mdf